

Research and Development Program 3.3

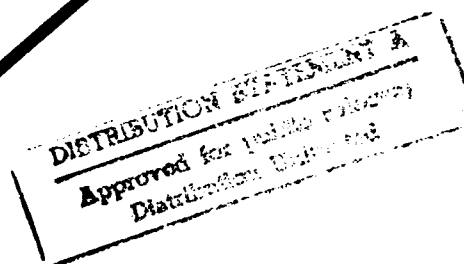
FY 1994

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**Research-Based
Personnel and Training
Study and Analysis
Program**



United States
**Army
Research
Institute**



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13. ABSTRACT (Maximum 200 words) This document describes the ARI FY 1994 Research-Based Personnel and Training Study and Analysis Program. Behavioral and social science expertise, knowledge and databases will be used to conduct short-term studies and analyses that directly support decision, policy or doctrine makers who make decisions affecting Army personnel.				
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FY 1994

**Research-Based
Personnel and Training
Study and Analysis
Program**

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FOREWORD

ARI's FY94 Research-Based Personnel and Training Study and Analysis Program has been developed in response to increasing requests for timely, empirical behavioral science information and data upon which to base critical personnel and training decisions affecting the lives and careers of all Army enlisted, officer and civilian personnel.

The program described in Sections A and B addresses many of the most critical human resource issues facing the Army today. Personnel issues include: leader development, improved selection and classification measures and methods, the potential impact of economic/demographic and policy variables on enlistment and retention, and recruit marketing. Training issues include: component strategies for the Army's Combined Arms Training Strategy (CATS) and the cost-effective use of training resources.

Policy and procedures for the ARI Research-Based Study and Analysis Program are described in Section C.

OVERVIEW

Objective:

The objective of the Research-based Personnel and Training Study and Analysis program of the U. S. Army Research Institute (ARI) for the Behavioral and Social Sciences is to conduct studies and analyses, using behavioral and social sciences data and information, that provide a sound, empirical basis for making recommendations to support increasingly critical decisions concerning personnel and training policies and doctrine.

Methodology:

To achieve this objective, ARI uses behavioral and social science expertise, knowledge and databases to conduct short-term studies and analyses that will directly aid decision/policy/doctrine makers in making more informed, more timely decisions on issues concerning the Army's most costly resource, personnel.

Many of the study and analysis tools and techniques used in this program have been developed as part of the ARI Science and Technology program; others have been adapted from civilian survey tools and techniques.

This program uses existing data (e.g., from Combat Training Centers) where possible. New data are generated where required. Some databases initially developed for research purposes have transitioned to this applied program. For surveys and analyses that are carried out on a recurring basis, databases are augmented and refined as required.

In some cases, study and analysis results help identify critical behavioral science questions that need to be answered in ARI's exploratory development and/or advanced development programs.

Program Characteristics

- o Responsive to rapidly changing Army manpower, personnel and training requirements
- o Uses behavioral science techniques to answer critical soldier-related issues
- o Short term (0-2 year) efforts
- o Low risk; potentially high impact
- o Prioritized for the budget fiscal year
- o High priority requests accepted during fiscal year

THE FY94 PROGRAM

In FY94 the ARI Research-based Personnel and Training Study and Analysis Program starts its third year. The FY94 program includes studies and analyses continuing from FY93, as well as 11 new studies and analyses accepted for the FY94 core program.

The program is organized by "task": one or more studies/analyses addressing a critical personnel or training issue. An individual study or analysis represents a "work unit" under a task.

Five study and analysis tasks will be executed by ARI's Manpower and Personnel Research Division (MPRD) and are described in Section A. ARI's Training Systems Research Division (TSRD) will execute two tasks which are described in Section B. In the case of FY93 work units that end in FY93 or carry over into FY94, descriptions briefly describe work unit status as of the end of FY93.

FY94 program tasks and work units are summarized on the following pages. This summary provides a overview of the critical issues that ARI is being asked to address, showing its scope and breadth. For each task the overall Objective is shown. Under each task, the Issues being addressed are presented. (Funding for FY93, FY94 and FY95 is summarized in Section D.)

OVERVIEW OF ARI FY 1994 STUDY AND ANALYSIS PROGRAM

Manpower and Personnel Research Division

LEADERSHIP AND ORGANIZATIONAL ANALYSIS (1131):

Objective: To provide information for decisions about leader development programs to meet current and future leadership requirements.

Effectiveness of Leadership Development Practices: How effective are current leadership assessment and development programs? (C93)¹

Analysis of Alternative Command Post Structures: What are the existing variations in command post structures, and what is the impact of these variations? (N94)

Critical Leader Development Factors in Support of the Art of Battle Command: What are the critical factors of leader development in support of the art of battle command? (N94)

Gender-Integration of Basic Entry Training: What are trainee's and training cadres' attitudes about gender-integrated basic entry training? Are there different performance outcomes for male and female trainees in gender-integrated and gender-pure squads? (N93)

Longitudinal Research of Officer Careers (LROC): What are the major factors that influence the career commitment and career intentions of junior officers as they progress toward key career decision points? (N94)

Army Career Transition Survey (ACTS): What are the major factors that influence soldiers' decisions to leave Army service and how satisfied were they with their service? (N94)

¹ : C93: Completed in FY93 Con: Continuing into FY94 N93: New in FY93 N94: New in FY94

JOB SPECIFIC SELECTION AND CLASSIFICATION (1231):

Objective: To conduct studies which will provide recommendations leading to improvement of current procedures for enlisted selection and classification.

Improved Classification with Existing Tests: Should there be a change to the current Mechanical Maintenance ASVAB Aptitude Area composite? (C93)

Improved NCO Promotion Procedures: What are the best measures to use in insuring that soldiers who are promoted to NCO are those who perform most effectively? (N94)

Self Development Test (SDT) Fairness Analysis: Is the SDT fair for all protected subgroups? (N94)

IMPLEMENTATION OF NEW PREDICTOR TESTS (1232):

Objective: To resolve issues concerning appropriate use of new temperament, psychomotor and spatial tests in the existing enlisted selection and classification system.

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Recommendations for Improved Testing: What new predictor tests will provide the greatest benefit to the Army if added to the current selection and classification system? (C93)

Fairness Analysis: What impact will the new predictor tests have on different racial and gender subgroups? (C93)

REENLISTMENT AND PROMOTION ISSUES (1233):

Objective: To address issues associated with the improvement of reenlistment and promotion procedures.

Retaining High Performing Soldiers While Building Down: What personnel policies will ensure that high quality soldiers are retained during the projected "build down" of Army forces? (C93)

PERSONNEL POLICY ANALYSIS (1331):

Objective: To determine the impact of economic/demographic and policy variables on enlistment, reenlistment, attrition, and separation; forecast future enlistments and reenlistments; determine efficient allocation of military pay and benefit resources; and determine costs of alternative force mixes.

Impact of Economic and Demographic Variables: How to recruit, manage and retain sufficient numbers of high quality soldiers at least cost. (C93)

Analysis of Enlistment, Reenlistment, Promotion and Separation Policies: How to manage the downsizing in an efficient and equitable manner. (N94)

Utilization of FAARRS-SHARE Methodology: How to efficiently allocate recruiting resources to achieve accessioning targets. (C93)

Development of a Prototype Officer Personnel Inventory, Cost and Compensation (OPICC) Policy Analysis Model: In the present downsizing environment, there is an ongoing need for improved analysis capability in personnel and compensation policy and officer management. (N93)

Annual Updates of ARI Databases: Manpower databases configured to support research-based studies and analyses need to be updated on a routine basis. (Con)

Impact of a Smaller, CONUS-Based Army Upon Promotion, Education and Professional Development Systems: Viability and effectiveness of the existing promotion, education and professional development systems in the smaller Army of the 1990's. (N94)

Development of a PC-Base Enlisted Personnel Evaluation System (EPAS): Implementation of improved classification techniques through application of optimization techniques to person-job matching. (N93)

MARKETING AND ADVERTISING (1332):

Objective: Resolution of active and reserve recruit marketing issues for sustaining a quality forces.

Marketing and Recruiting Strategies: How to best reach the recruiting market to enlist sufficient numbers of high quality soldiers (Active and Reserve). (C93)

Army Alumni Survey: Determine how to best transition soldiers to civilian life. (Con)

Survey of Civilian Nurses: Analysis of reasons behind serious shortfall in the recruiting of nurses for the active and reserve components. (Continuing from FY93). (Con)

Training Systems Research Division

ARCHIVE: ANALYSES OF COMBAT TRAINING CENTER (CTC) PERFORMANCE (2131):

Objective: To provide answers to critical issues for the Combined Arms Training Strategy (CATS) and unit readiness assessment.

Profiles of Unit Performance Strengths and Weaknesses in the Maneuver Battlefields Battlefield Operating System (BOS) Across the Combat Training Centers (CTC): What are current performance strengths and weaknesses in the maneuver BOS demonstrated at the CTCs? (C93)

Combat Training Center (CTC) Data Requirements and Quality: What are the data available at the CTCs and how should quality control be provided for them? (C93)

Tactical Commander Behavior and Unit Performance at the Combat Training Centers: What is the survivability of commanders during the execution of battles and how is the practice of command succession implemented following commander loss? (C93)

Lessons Learned by Observer/Controllers at CTCs: What Doctrine, Training, Organizational, Materiel, and Leadership (DOTML) lessons learned can be obtained from the oral histories of experienced observer/controllers at the National Training Center. (Con)

Strength and Weakness in Indirect Fire, Air Defense and Mobility/Countermobility Battlefield Operating Systems (BOS) Across the CTCs: What are current major unit performance strengths and weaknesses in these BOSs as demonstrated at the CTCs? (Con)

Combat Service Support (CSS) Training at the CTCs: Is CSS training conducted with adequate fidelity at the CTCs? (N94)

Training Aids, Devices, Simulators, and Simulations (TADSS) Study: How often are currently fielded training devices used, and how effective do the users report the devices to be in support of their training requirements as reflected in training performance at the CTCs? (N94)

ANALYSES OF TRAINING CONDUCT AND TRAINING TECHNOLOGY UTILIZATION (222S):

Objective: Analyses leading to recommendations concerning the effective and proper use of training resources.

Assessment of TRADOC School Staff Time for Instructional Delivery and Support Activities in TRADOC Schools:
Do the TRADOC schools have sufficient staff resources to effectively conduct instruction, update current training programs, and design, develop and validate new training programs/products? (N94)

Section A

**Manpower and Personnel Research Division
FY94 Research-Based Study and Analysis Program**

TASK 1131: LEADERSHIP AND ORGANIZATIONAL ANALYSIS

OBJECTIVE: To provide information for decisions about leader development programs for current and future leadership requirements.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
	\$100K	\$551K	\$353K

Work Unit

(1131H02): Effectiveness of Leadership Development Practices

Sponsor: TRADOC (CGSC/CAL) BG Steele

Issue: How effective are current leadership assessment and development programs?

Approach: Collect data on implementation of leadership development programs by review of current practices, analysis of trainees' performance records, and interviews of program participants (trainers and trainees). Evaluate program consistency and adherence to doctrinal guidelines and established principles for leader development.

Utilization: Empirical basis for improving and defending leadership development programs.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$20K	----	----	\$20K

Start Date: 1st Quarter FY92 **End Date:** 1st Quarter FY93

Status: Interviews on unit leader development practices completed during 4th Quarter FY92. Data analysis and final Study Report completed during 1st quarter FY93. Study Report 93-01 published March 1993.

Work Unit
(1131H03): Analysis of Alternative Command Post Structures

Sponsor: TRADOC (CAC-CD) BG Anderson

Issue: What are the existing variations in command post structures, and what is the impact of these variations?

Approach: Available ARI ACCES (Army Command and Control Evaluation System) and BCTP information will be reviewed. These data will be augmented with interviews of division commanders and key staff to identify variations in commanders' perceptions of how command posts should be structured to provide the support they require. Based on these interviews, key components of variation and expected impact on command post effectiveness will be identified.

Utilization: Will support CAC-CD efforts to redesign division and corps command posts.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$36K	----	\$36K

State Date: 1st Quarter FY94 **End Date:** 3rd Quarter FY94

Status: New Start

Work Unit

(1131H04): Critical Leader Development Factors in Support of the Art of Battle Command

(1131C17): Critical Leader Development Factors in CTC Data

Sponsor: TRADOC (CAC-TNG) BG Frazar

Issue: What are the critical factors of leader development in support of the art of battle command?

Approach: Review available ARI ACCES (Army Command and Control Evaluation System) and BCTP information. Contract portion will review NTC and JRTC archives. Focus will be on structural and procedural factors affecting command, to include staff size, composition, functional allocation of duties, physical location of key personnel during engagements, clarity of commander's intent, timing and form of distribution of operations orders, etc. Identify critical components and any trends relating those components to battle command effectiveness.

Utilization: Will support CTC trainers as coaches in the Art of Battle Command as well as provide information to CAC-CD and CGSC as they re-examine command post design.

Est. Cost: 1131H04

<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
----	\$31K	----	\$31K
1131C17			
----	\$50K	----	\$50K

Start Date: 1st Quarter FY94 **End Date:** 3rd Quarter FY94

Status: New Start

Work Unit
(1131C16): Gender Integration of Basic Entry Training

Sponsor: TRADOC GEN Franks

Issue: What are trainees' and training cadre's attitudes about gender-integrated basic entry training? Are there different performance outcomes for male and female trainees in gender-integrated and gender-pure (all male, all female) squads?

Approach: Collect information on the attitudes and opinions of trainees and training cadre about basic training in gender-pure and gender-integrated squads; describe training activities in the squads; and identify changes--if any--in attitudes towards training and the performances of females and males.

Utilization: The results will be used by TRADOC to determine Army policy on gender integration of basic entry training.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$80K	\$156K	----	\$236K

Start Date: 4th Qtr FY93

End Date: 2nd Qtr FY94

Status: Baseline survey data on trainee attitudes toward the Army and women in the Army were administered during August. Field observations of training in squads were conducted during August and September. Post-test survey questionnaires for trainees and training cadre will be administered in September and October. Final briefings for Fort Jackson and CG, TRADOC will be conducted in late November-early December.

Work Unit
(1131C18): Longitudinal Research on Officer Careers (LROC)

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: What are the major factors that influence the career commitment and career intentions of junior officers as they progress toward key career decision points?

Approach: Develop and administer a follow up survey to those officers who have participated in prior LROC surveys. Perform longitudinal analyses of the factors affecting career commitment and intentions at various stages of career development.

Utilization: DMPM will use to set/modify personnel policy.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$163K	\$263K	\$426K

Start Date: 1st Quarter FY94 **End Date:** 4th Quarter FY95

Status: New Start

Work Unit
(1131C19): Army Career Transition Survey (ACTS)

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: What are the major factors that influence soldiers' decisions to leave Army service and how satisfied were they with their service?

Approach: Develop, test, and administer a new survey instrument to better assess sponsor information requirements. Develop and test new administration procedures to increase survey response rate.

Utilization: DMPM will use results to set/modify personnel policies.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$115K	\$90K	\$205K

Start Date: 1st Quarter FY94 **End Date:** 4th Quarter FY95

Status: New Start

TASK 1231: JOB SPECIFIC SELECTION AND CLASSIFICATION

OBJECTIVE: To conduct studies which will provide recommendations leading to improvement of current procedures for enlisted selection and classification.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
	\$63K	\$61K	0

Work Unit

(1231H01): Improved Classification with Existing Tests

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: Should there be a change in the current Mechanical Maintenance ASVAB Aptitude Area composite used to determine eligibility of soldiers for that job grouping?

Approach: One of the ASVAB Aptitude Area composites used in soldier classification is known as the Mechanical Maintenance (MM) composite. This effort will conduct analyses to determine if proposed changes to the Mechanical Maintenance composite will result in a better matching of soldiers to jobs.

Utilization: Improved classification of thousands of soldiers annually in critical maintenance MOS, with substantial performance benefits to the Army.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$63K	---	---	\$63K

Start Date: 1st Quarter FY92 **End Date:** 4th Quarter FY93

Status: Completed. Analyses were completed showing that the proposed changes were not advisable because of significant gender bias. A new effort has been initiated as part of the ARI advanced development (6.3A) program to examine systematic changes to the entire ASVAB Aptitude Area composite system.

Work Unit
(1231H02): Improved NCO Promotion Procedures

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: What are the best measures to use in insuring that soldiers who are promoted to the NCO level are those who will perform most effectively?

Approach: Existing personnel records reflecting first tour performance will be linked with second tour performance data obtained from the Career Force project to determine which first tour measures best predict second tour performance.

Utilization: Results will be used to determine whether preliminary recommendations concerning changes to the Promotion Point Worksheet based on earlier analyses are supported or need to be modified.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	---	\$38K	----	\$38K

Start Date: 1st Quarter FY94 **End Date:** 3rd Quarter FY94

Status: New start

Work Unit
(1231H03): Self Development Test (SDT) Fairness Analyses

Sponsor: TRADOC (DCST) Mr. Seger

Issue: Is the Self Development Test (SDT) fair for all protected subgroups?

Approach: Each Self Development Test will be examined for its impact on blacks, whites, males and females. Tests which show the greatest difference between blacks and whites will be examined for bias. Analyses will focus on those items which show the greatest difference for the relevant race and gender subgroups.

Utilization: The fairness analyses will be used as a basis for determining whether the tests meet appropriate standards of fairness to allow their use in the Enlisted Personnel Management System.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$23K	----	\$23K

Start Date: 1st Quarter FY94 **End Date:** 1st Quarter FY94

Status: New start

TASK 1232: IMPLEMENTATION OF NEW PREDICTOR TESTS

OBJECTIVE: To resolve issues concerning the appropriate use of new temperament, psychomotor and spatial tests in the existing enlisted selection and classification system.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
	\$222K	0	0

Work Unit
(1232H01): Recommendations for Improved Testing

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: What new predictor tests will provide the greatest benefit to the Army if added to the current selection and classification system?

Approach: The central component of the current selection and classification system is the Armed Services Vocational Aptitude Battery (ASVAB). By mid-1993, recommendations for new tests to be included in the ASVAB, if any, will be needed. The Army has conducted extensive analyses showing the validity of its tests for selection and classification purposes. The objective of this work unit is to conduct additional analyses and to formulate recommendations for ASVAB changes.

Utilization: Will be instrumental in ensuring that the new selection and classification system provides optimal performance benefits to the Army.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$129K	----	----	\$129K

Start Date: 1st Quarter FY92 **End Date:** 2nd Quarter FY93

Status: Completed. Analyses were completed and provided to the Joint Service committees, which are considering adding a new spatial test to the ASVAB.

Work Unit
(1232C01): Fairness Analyses

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: What impact will the new predictor tests have on different racial and gender subgroups?

Approach: The performance of selected racial and gender subgroups on composites formed from currently operational tests and new tests proposed for operational use will be determined. Subgroup scores on performance measures will also be computed as a basis for comparison. Analyses will be conducted to address the question: how fair are the new tests to each subgroup examined?

Utilization: Will ensure that issues of equity in application of test scores to different groups have been thoroughly evaluated before recommendations regarding implementation of new selection and classification test composites are generated.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$93K	----	----	\$93K

Start Date: 1st Quarter FY92 **End Date:** 4th Quarter FY93

Status: Completed. Fairness analyses were conducted and provided to the Joint Service groups considering adding new tests to the ASVAB.

TASK 1233: REENLISTMENT AND PROMOTION ISSUES

OBJECTIVE: To address issues associated with the improvement of reenlistment and promotion procedures.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
	\$27K	0	0

Work Unit

(1233C1): Retaining High Performing Soldiers while Building Down

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: What personnel policies will ensure that high quality soldiers are retained during the projected "build down" of Army forces?

Approach: Selection, classification, reenlistment and promotion policies must be managed to insure that the Army does not lose its high quality soldiers during the projected build down. This effort will determine which current measures of first tour performance best predict second tour performance. Results will guide recommendations for use of these measures in making reenlistment and promotion decisions.

Utilization: Will help ensure that the performance of the junior NCO corps is maintained at a high level during the build down process.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$27K	----	----	\$27K

Start Date: 1st Quarter FY92 **End Date:** 3rd Quarter FY93

Status: Preliminary analyses have been completed and recommendations for improved reenlistment and promotion decisions have been delivered to the sponsor (Enlisted Division, DMPM). A more complete database is now available, and will serve as the basis for providing refined recommendations. This work unit has been transitioned to an in-house work unit (1231H2).

TASK 1331: PERSONNEL POLICY ANALYSIS

OBJECTIVE: To determine the effects of alternative compensation and personnel policies upon enlistment, attrition, retention, and separation decisions and costs in an era of downsizing. And to provide analytic tools for improving the match of enlisted applicants' aptitudes with the aptitude requirements of Army jobs.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
	\$468K	\$730K	\$110K

Work Unit Impact of Economic and Demographic Variables
(1331H01)

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: How to recruit, manage, and retain sufficient numbers of high quality soldiers at least cost.

Approach: To determine impacts of economic/demographic and policy variables on enlistment/reenlistment rates, and to forecast future enlistments and race/ethnic composition of the force. Determine efficient allocation of resources (including permanent change of station (PCS) moves) to maintain force quality.

Utilization: Results will assist DMPM in determining and defending the recruiting budget, defending the race and ethnic composition of the force, and defending the All Volunteer Force against the draft.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$215K	----	----	\$215K

Start Date: 1st Quarter FY92 **End Date:** 4th Quarter FY93

Status: Closed. Analyses of time-to-promotion in the enlisted force by racial groups found no significant differences. Developed, delivered model for determining optimal allocation of recruiting resources for the Active Component and separately for the Reserve Component. Analyzed exiting soldiers' attitudes quarterly and reported to DCSPER-HR. Reported results of Survey of Total Army Military Personnel (STAMP) to DAPE and USAREC. Army manpower research databases were maintained, updated, and used in research for CSA, ODCSPER, USMA, USAREC, and OSD.

Work Unit
(1331H02): Analysis of Enlistment, Reenlistment, Promotion, and Separation Policies

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: How to manage the downsizing in an efficient and equitable manner

Approach: To extend resource allocation models of active duty recruiting to reserve recruiting; to examine the impact of downsizing upon officer quality; to enhance capability to examine the effects of various officer reenlistment and separation policies; to develop statistical tabulations for the use of selection boards in monitoring equity; to determine the feasibility and approach to collection of civilian earnings data of military separatees.

Utilization: Results will assist USAREC, the Army Secretariat, and DMPM in planning, policy making and monitoring functions.

Est. cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	---	\$96K	\$110K	\$206K

Start Date: 1st Quarter FY 94 **End date:** 4th Quarter FY95

Status: New Start

Work Unit
(1331C03) Utilization of FAARRS-SHARE Methodology

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: How to efficiently allocate recruiting resources to achieve accession targets.

Approach: To enhance the utilization of the Forecasting and Allocation of Army Recruiting Resource Study - Sequential Hierarchical Allocation of Resource Elements (FAARRS-SHARE) model in determining the efficient allocation of recruiting resources.

Utilization: Enhancements to the FAARRS-SHARE model are required to expand the model from its current operational use to support studies and analyses of possible policy changes. The enhanced model will provide the Army forecasts of contracts and accessions given recruiting resource levels, estimates of resources required to achieve given contract or accession targets, and the effects and interactions of management decisions with, for example, structure changes in the recruiting force. This model can also be used to evaluate the effects of suggested changes in a recruiting program or in resource availabilities.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$134K	----	----	\$134K

Start Date: 1st Quarter FY92 **End Date:** 4th Quarter FY93

Status: A validation study and a sensitivity analysis of the methodologies developed in FAARRS-SHARE were completed in 1993. Work also began in 1993 to specify, test, and evaluate a Reserve FAARRS model.

Work Unit

(1331C14): Development of a Prototype Officer Personnel Inventory, Cost, and Compensation (OPICC) Policy Analysis Model

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: In the present downsizing environment, there is an ongoing need for improved analysis capability in personnel and compensation policy and officer management.

Approach: The approach is to design, code, test, and implement a PC-based, automated policy analysis model. Model development will occur in stages. Preliminary retention equations have already been estimated. Core capabilities will be built for a prototype version which will be thoroughly exercised by users. Enhancements can be added in later stages.

Utilization: The prototype version will be suitable for examining the effects of compensation and other personnel policy changes upon the inventory of Army officers, and for predicting these effects over a seven year planning horizon. With the production version the corresponding impact upon costs can also be estimated.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$15K	\$143K	----	\$158K

Start date: 4th Quarter FY93 **End date:** 3rd Quarter FY94

Status: Work started August 1993.

Work Unit
(1331C15): Annual Updates of ARI Databases

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: Manpower databases configured to support research-based studies and analysis need to be updated on a routine basis.

Approach: To build and update a database on Army College Fund usage combining VA, Army, and actuarial records for FY93 and FY94. To update the Enlisted Panel Research Database (EPRDB); the Officer Longitudinal Research Data Base (OLRDB) and the Officer Administrative Data Base (LOADB) for FY93.

Utilization: Assist in determining and defending recruiting budget; monitor ACF program costs assessed by DoD actuary; estimate usage and costs of any enhancements to existing ACF program. Uses include analyses in support of TAS requests; determination of officer and enlisted characteristics and behavior; development of the Annualized Cost of Leaving (ACOL-2) models.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$94K	\$130K	----	\$224K

Start Date: 1st Quarter FY93 **End Date:** 4th Quarter FY94

Status: The ACF usage databases have been updated to be current through the second quarter of FY93; this work was initiated in FY92 under Work Unit 2106C2, "Army College Fund Database". The OLRDB has been updated to be current through FY92. The OADB has been developed and is being brought up to date through FY92. The EPRDB has been updated through FY92. Data on 1992 participation in early separation programs have been matched into the EPRDB, OLRDB, and OADB records. During FY93, an important use of these databases was to support in-house analyses for the Army Assessment Project for the Chief of Staff of the Army.

Work Unit

(1331C16): Impact of a Smaller, CONUS-Based Army Upon Promotion, Education, and Professional Development Systems

Sponsor: ODCSPER (DMPM) MG Vollrath

Issue: Viability and effectiveness of the existing promotion, education, and professional development systems in the smaller Army of the 1990's.

Approach: To understand and describe the operational interrelationships among promotion, education, and professional development systems. To utilize existing (or build new) policy analysis models suitable to address the issues. To analyze the implications of a smaller, CONUS based Army with longer tours for the operations of the enlisted promotion system and the enlisted education and officer professional development systems under alternative permanent change of station (PCS) budget scenarios.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$152K	----	\$152K

Start date: 1st Quarter FY94 **End date:** 4th Quarter FY94

Status: New start

Work unit
(1331C17): Development of a PC-based prototype Enlisted Personnel Allocation System (EPAS)

Sponsor: DCSPER (DMPM) MG Vollrath

Issue: The considerable efficiency gains and cost savings from the application of optimization techniques to the person - job match were shown in research sponsored by ARI from 1982-89. The Army's current approach to classification should be improved.

Approach: In moving towards implementation of EPAS, the first step is to incorporate the research into a PC-based model in order to demonstrate the benefits to decision-makers in a tangible way. The proposed PC-based model will utilize the latest developments in optimization techniques and operate on the "full-size" classification problem. Instead of just avoiding assigning the least qualified people to jobs, as the present system does, EPAS assigns the best qualified people and distributes quality across MOS.

Utilization: The prototype version will be evaluated and a go/no-go decision will be made for a production system.

Est. cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$10K	\$209K	----	\$219K

Start date: 4th Quarter FY93 **End date:** 1st Quarter FY94

Status: A feasibility study started 4th Quarter FY93. Planning was initiated in August 1993.

TASK 1332: MARKETING AND ADVERTISING

OBJECTIVE: Resolution of active and reserve recruit marketing issues for sustaining a quality force. Immediate issues include labor market competition and the influence of downsizing on recruiting.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
	\$195K	\$368K	\$190K

Work Unit

(1332H01): Marketing and Recruiting Strategies

Sponsor: ODCSPER (USAREC) MG Wheeler

Issue: How to best reach the recruiting market to enlist sufficient numbers of high quality soldiers (Active and Reserve).

Approach: Recruitment of women and minorities are currently important issues as are parental influences and the recruitment of reserves and medical personnel.

Utilization: More effective marketing strategies and advertising programs.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$128K	----	----	\$128K

Start Date: 1st Quarter FY92 **End Date:** 4th Quarter FY93

Status: Completed. Analyses of the impact of the information shock of Desert Storm on attrition from the Delayed Entry Program were reported. Analyses on the impact of ODS/S on the advice that separating and retaining soldiers would give to potential recruits were reported. Detailed analyses of gender and ethnic differences in STAMP were reported to DAPE-MP and -HR. Results of the Leadership Supplement to STAMP were reported to -HR. Sources of information on young persons' enlistment propensity were developed, reported to USAREC.

Work Unit**(1332C01):** The ARI Army Alumni Survey**Sponsor:** ODCSPER (USAREC) MG Wheeler**Issue:** To determine the best method to transition soldiers from military to civilian life**Approach:** The Army is facing the transition of large numbers of soldiers (including combat veterans) of an all volunteer Army from military to civilian life. Monitoring this transition is vital to guide USAREC's future recruitment policy. The Alumni Survey is a longitudinal effort that will resurvey veterans who completed the New Recruit Survey at accessioning during the past decade.**Utilization:** The data gathered by this survey will result in more effective transition programs that will create more good will for the Army and a greater propensity for enlistment.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$5K	\$194K	\$190K	\$389K

Start Date: 4th QTR FY93 **End Date:** 4th QTR FY95**Status:** Contract effort was initiated in late 4th Quarter FY93.

Work Unit
(1332C03): Survey of Civilian Nurses

Sponsor: ODCSPER (USAREC) MG Wheeler

Issue: The Army has not achieved its objectives in recruiting nurses. The shortfall is extremely serious for both the active and reserve components.

Approach: To administer a survey to employed civilian nurses and nursing students.

Utilization: Identify the least-cost incentives for recruiting nurses into the Army.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$62K	\$174K	----	\$236K

Start Date: 2nd Quarter FY92 **End Date:** 3rd Quarter FY94

Status: This work unit was initiated in FY92. OMB approval of the survey instrument was received 1st Quarter FY93. The contract effort started in 4th Quarter FY93.

Section B

**Training Systems Research Division
FY94 Research-Based Studies and Analysis Program**

**TASK 2131: ARCHIVE: ANALYSES OF COMBAT TRAINING CENTER
(CTC) PERFORMANCE**

OBJECTIVE: To provide answers to critical issues for the Combined Arms Training Strategy (CATS) and unit readiness assessment.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>
	\$623K	\$862K	----

Work Unit

(2131H02): Profiles of Unit Performance Strengths and Weaknesses in the Maneuver Battlefield Operating System (BOS) Across the Combat Training Centers (CTC)

Sponsor: TRADOC (CAC-TNG) BG Frazar

Issue: What are current performance strengths and weaknesses in the maneuver BOS demonstrated at the CTCs?

Approach: A series of analyses of existing data from the NTC, JRTC, and CMTC will be performed to determine major areas of common unit maneuver performance strengths and weaknesses, with an emphasis on weaknesses, for Active Components and Reserve Components.

Utilization: CAC-T will use this information for development of the Combined Arms Training Strategy (CATS) for the Active and Reserve components.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$130K	----	----	\$384K

Start Date: 1st Quarter FY92 **End Date:** 4th Quarter FY93

Status: The Intelligence BOS was completed. It describes the analysis of a database containing 266 battles or missions conducted at the National Training Center (NTC) from FY86 to FY90. The same methodology was used for analyzing the Maneuver BOS. This analysis was performed on a database containing 191 missions conducted at the NTC from FY91 to FY93. The report on the analysis of the Maneuver BOS and a companion briefing will be completed during October 1993 for the project sponsor.

Work Unit

(2131H04): Combat Training Center (CTC) Data Requirements and Quality

Sponsor: TRADOC (CAC-TNG) BG Frazar

Issue: What are the data available at the CTCs and how should quality control be provided for them?

Approach: In order to ensure that all critical data are collected at the CTCs, the types of data available from the CTCs will be identified, collected as close to the source as accurately and efficiently as possible, and transmitted effectively to the archive. Three major tasks will be involved: 1) assess the data availability and quality control of the present system, 2) determine requirements for future systems, and 3) perform a discrepancy analysis in terms of requirements and the elements provided.

Utilization: The accuracy and thoroughness of the CTC data bases will be substantially increased, providing users of the archive the best possible data to develop Army Lessons Learned.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$257K	----	----	\$257K

Start Date: 1st Quarter FY93 **End Date:** 4th Quarter FY93

Status: The study was completed at the end of FY93 with the submission of an ARI Draft Study Report, "NTC Data Requirements and Quality Control."

Work Unit

(2131H05): Tactical Commander Behavior and Unit Performance at the Combat Training Centers

Sponsor: TRADOC (CAC-TNG) BG Frazar

Issue: What is the survivability of commanders during the execution of battles and how is the practice of command succession implemented following commander loss?

Approach: Army doctrine calls for commanders to position themselves forward so as to be better able to "see the battlefield" and command and control their forces. Such positioning may, however, contribute to decreases in the survivability of commanders and to increases in the need for clear procedures regarding commander succession. Preliminary analysis of commander survivability performed in FY92 will be extended as part of Work Unit 2131H03. That data will be incorporated into this study. Additional analyses of commander survivability drawn from battles fought at the NTC will be conducted and the conditions underlying survivability will be identified. Data regarding the procedures developed by units for command succession at home station will be compared to the actual practices followed during battles fought at CTCs.

Utilization: CALL will be provided with material for Lessons Learned on commander survivability and command succession and practices.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$95K	----	----	\$95K

Start Date: 1st Quarter FY93 **End Date:** 4th Quarter FY93

Status: The findings from this study lend support to the tactical doctrine that directs commanders to position themselves forward, where they can most effectively command the battle. By dividing the battlefield into three zones -- forward, middle and rear -- it was found that the commanders in each zone survived at the same probability level -- about 70%. Most company commanders were found to be following this doctrine, so most of their casualties occurred in the forward zone. (ARI Study Report 93-1, "Company Commander Survivability.")

Work Unit
(2131C01): Strength and Weakness in Indirect Fire, Air Defense and Mobility/
Counter mobility Battlefield Operating Systems (BOS) Across the CTCs

Sponsor: TRADOC (CAC-TNG) BG Frazar

Issue: What are current major unit performance strengths and weaknesses in
these BOSs as demonstrated at the CTCs?

Approach: A series of analyses of existing data from the NTC, JRTC, and CMTC will
be performed to determine major areas of common unit performance
strengths and weakness, with an emphasis on weaknesses, for Active
Components and Reserve Components.

Utilization: CAC-TNG will use this information for development of the Combined
Arms Training Strategy CATS for the Active and Reserve components.

Est. Cost:

<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
\$413K	\$403K	----	\$1130K

Start Date: 2nd Qtr FY92 **End Date:** 4th Qtr FY94

Status: During FY93, a Data Dictionary was compiled and standards for database
development were established. Two new databases were added, Oral
Histories and National Guard. Training Observation Summaries were
developed for NTC Rotations 93-02 through 93-10.

Work Unit**(2131H03):** Lessons Learned by Observer/Controllers at CTCs**Sponsor:** TRADOC (CAC-TNG) BG Frazar**Issue:** What Doctrine, Training, Organizational, Materiel, and Leadership (DOTML) Lessons Learned can be obtained from the oral histories of experience observer/controllers at the National Training Center?**Approach:** A database of O/C oral histories has been collected in routine O/C debriefings at the conclusion of their tour at the National Training Center. This data base should provide a rich source of DOTML information from some of the most experienced trainers in the Army.**Utilization:** CAC-T will incorporate the results of this study in their Army Lessons Learned program.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	\$100K	\$90K	----	\$460K

Start Date: 1st Qtr FY92**End Date:** 4th Qtr FY94

Status: A preliminary database consisting of a sample of 25 interviews conducted by O/C's with officers and noncommissioned officers at the National Training Center has been completed. The interviews have been coded and categorized and put into a database on a PC. The database permits analysis of comments in terms of: Battle Phase; Battlefield Operating System; Echelon; and whether the comments address Doctrine, Organization, Training, Materiel, Leadership, Soldiers (DOTMLS). While this study was originally planned for completion during the 2nd Quarter of FY 93, the time required to code and categorize the interviews has delayed the analyses. Specific analyses for this study will focus on comments dealing with battalion operations during the planning, preparation and execution phases of battles. Command, Control and Communications issues will be addressed and comparisons made with existing doctrine. During the fourth quarter FY93 and continuing through FY94, analyses will be performed and a study report provided to the sponsor.

Work Unit
(2131H06): Combat Service Support (CSS) Training at the CTCs

Sponsor: TRADOC (CAC-TNG) BG Frazar

Issue: Is Combat Service Support (CSS) training conducted with adequate battlefield fidelity at the Combat Training Centers (CTCs)?

Approach: A recently developed list of Critical Combat Functions (CCFs) for Combat Service Support (CSS) tasks within the Forward Support Battalion (FSB) will be used to assess the fidelity of the simulation for CSS at the National Training Center (NTC). An analysis of the data collected will be made to determine training scenario deficiencies. More specifically, an analysis will be done on the degree to which battlefield realism (e.g., the extent of pressure to perform under difficult conditions) is a part of CSS scenarios. A report on these analyses will be submitted at the end of FY94. As appropriate, results will then be generated for the other CTCs and provided in a second report at the end of FY95.

Utilization: Initially, Forward Support Battalions at the NTC, and later at other CTCs, will improve battlefield performance in CSS tasks based upon improved realism of the battlefield scenarios, and training feedback.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$94K	----	\$94K

Start Date: 1st Qtr FY94 **End Date:** 4th Qtr FY94

Status: New Start

Work Unit
(2131H07): Training Aids, Devices, Simulators, and Simulations (TADSS) Study

Sponsor: TRADOC (DCST) Mr. Seger

Issue: How often are currently fielded training devices used, and how effective do the users report the devices to be in support of their training requirements as reflected in training performance at the CTCs?

Approach: Given the mutual interests in training resourcing from ODCSOPS-Training, TRADOC-ATSC and STRAC, and FORSCOM, an advisory committee will be formed with representatives from each command. Given the uniqueness of each post, including FORSCOM and TRADOC installations, a broad sample of posts will be covered to determine current local procedures used (if any) to account for Training Aids, Devices, Simulators and Simulations (TADSS) usage and local capabilities to support a standardized system. The basic procedure will consist of conducting structured interviews at each post with: (1) the training resourcing offices, e.g., TASC, Simulation Center, MILES Warehouse, etc.; and (2) the unit chain of command, i.e., G-3, S-3 Bde, Bn and Co Cdrs, company training NCO's, Plt Leader and PSG. A proposed system for logging TADSS usage rates, user satisfaction and recommendations for improvements on new TADSS or management procedures, will be provided along with a report of findings.

Utilization: U.S. Army Training Support Center will use the information obtained in this study to satisfy the requirements of AR 350-38 for annual assessments to be conducted to determine if devices are fulfilling their stated requirements; to determine requirements for modifications, additions, or deletions from current training device inventory; and to determine requirements for further studies or analyses.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$275K	----	\$275K

Start Date: 1st Qtr FY94

End Date: 4th Qtr FY94

Status: New Start

**Task 222S: ANALYSES OF TRAINING CONDUCT
AND TRAINING RESOURCE UTILIZATION**

OBJECTIVE: Analyses leading to recommendations concerning the effective and proper use of training resources.

FUNDING:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$108K	----	\$108K

Work Unit

(222SH01): Assessment of TRADOC School Staff Time for Instructional Delivery and Support Activities in TRADOC Schools.

Sponsor: TRADOC (DCST) Training Career Program Office

Issue: Do the TRADOC schools have sufficient staff resources to effectively conduct instruction, update current training programs, and design, develop and validate new training programs/products?

Approach: Data will be gathered from a selected sample (approximately 12) of the TRADOC schools. These data will be analyzed and compared with existing standards within TRADOC and against existing practices in similar schools in the Air Force and Navy. Cost benefit data will be provided from which to compare alternative solutions to the requirements of training support. More specifically, analyses will bear on the issue of quality as well as issues of implied and incurred costs.

Utilization: DCST will use this information for the development of policy relating to the sufficiency and allocation of the constrained staffing resources within TRADOC schools.

Est. Cost:	<u>FY93</u>	<u>FY94</u>	<u>FY95</u>	<u>TOTAL</u>
	----	\$109K	----	\$109K

Start Date: 1st Qtr FY94 **End Date:** 3rd Qtr FY94

Status: New Start

Section C
Policy and Procedures

POLICY AND PROCEDURES

Policy:

- o Each study or analysis request must be signed by a general officer (GO) or senior executive service (SES) member.**
- o Each study or analysis in the approved program will be documented by a memorandum for record (MFR), signed by both ARI and the requester, that details ARI's approach and the sponsoring agency's resource commitment and intended use of the study or analysis product.**
- o Requests for studies and analyses that are approved by the DCSPER will be funded by appropriated funds in order of priority and will become the core program.**
- o Requests falling outside the core program will be considered if the requester provides the necessary funds and contract personnel with required expertise are available.**
- o The DCSPER/ADCSPER will approve all major changes to the core program.**

Program Development Procedures: ARI develops this program annually for the budget fiscal year (and beyond if required).

- o Each February/March a memorandum that describes the program and the procedures for requesting a study or analysis is distributed to the ARSTAF, MACOMs and to OSD.**
- o Requests for program support sent to the DCSPER must be signed by a GO or SES, and preferably the GO or SES who is directly involved in the policy, doctrine or decision that the study or analysis supports.**
- o Each request is screened by the ODCSPER and sent to ARI for disposition, as depicted in Figure A-1.**
- o The ARI Command Group reviews each request to determine if it is a study or analysis issue within the area of ARI's competence and uses such additional factors as the importance of the issue and whether or not resources (dollars and personnel) are available to complete the effort in the time allotted.**

- o Based upon this review, ARI submits the proposed budget fiscal year program to the DCSPER for approval. The DCSPER-approved program becomes the core program.**
- o Requests that fall outside the core program may be met if personnel with the required expertise are available and the requester can provide the necessary funds. In such cases, ARI Division Directors will negotiate directly with the requester.**
- o Proposed studies and analyses that cannot be performed because of lack of resources are dropped from the final proposed program.**
- o Unprogrammed, out-of-cycle studies or analyses may be requested during the fiscal year. However, such requests can be met only if the request is approved by the DCSPER/ADCSPER, ARI funds and personnel are available to accomplish the task within the allotted time, and either the DCSPER prioritizes the request above the funding line or the requester provides the necessary funds.**

Section D

ARI

**Research-Based Study and Analysis Program
FY93, FY94 and FY95 Funding**

ARI Research-Based Study and Analysis Program FY93, FY94 and FY95 Funding (\$000)					
Task No.	Task/Work Unit Title	FY93	FY94	FY95	
Manpower and Personnel Research Division					
1131	LEADERSHIP AND ORGANIZATIONAL ANALYSIS	100	551	353	
	Effectiveness of Leader Development Practices	20	---	---	
	Analysis of Alternative Command Post Structures	---	36	---	
	Critical Leader Development Factors in Support of the Art of Battle Command	---	81	---	
	Gender-Integration of Basic Entry Training	80	156	---	
	Longitudinal Research of Officer Careers (LROC)	---	163	263	
	Army Career Transition Survey (ACTS)	---	115	90	
1231	JOB SPECIFIC SELECTION AND CLASSIFICATION	63	61	---	
	Improved Classification with Existing Tests	63	---	---	
	Improved NCO Promotion Procedures	---	38	---	
	Self Development Test (SDT) Fairness Analysis	---	23	---	

ARI
Research-Based Study and Analysis Program
FY93, FY94 and FY95 Funding
(\$000)

1232	IMPLEMENTATION OF NEW PREDICTOR TESTS	222	---	---
	Recommendations for Improved Testing	129	---	---
	Fairness Analysis	93	---	---
1233	REENLISTMENT AND PROMOTION ISSUES	27	---	---
	Retaining High Performing Soldiers While Building Down	27	---	---
1331	PERSONNEL POLICY ANALYSIS	468	730	110
	Impact of Economic and Demographic Variables	215	---	---
	Analysis on Enlistment, Reenlistment, Promotion, and Separation Policies	---	96	110
	Utilization of FAARRS-SHARE Methodology	134	---	---
	Development of a Prototype Officer Personnel Inventory, Coat and Compensation (OPICC) Policy Analysis Model	15	143	---
	Annual Updates of ARI Databases	94	130	---
	Impact of a Smaller, CONUS-Based Army Upon Promotion, Education and Professional Development Systems	---	152	---

ARI Research-Based Study and Analysis Program FY93, FY94 and FY95 Funding (\$000)					
	Development of a PC-Based Enlisted Personnel Evaluation System (EPAS)	10	209	---	
1332	MARKETING AND ADVERTISING	195	368	190	
	Marketing and Recruiting Strategies	128	---	---	
	Army Alumni Survey	5	194	190	
	Survey of Civilian Nurses	62	174	---	
Training Systems Research Division					
2131	ARCHIVE: ANALYSIS OF COMBAT TRAINING CENTER (CTC) PERFORMANCE	623	862	---	
	Profiles of Unit Performance Strengths and Weaknesses in the Maneuver Battlefields Battlefield Operating System (BOS) Across Combat Training Centers (CTC)	130	---	---	
	CTC Data Requirements and Quality	257	---	---	
	Tactical Commander Behavior and Unit Performance at the Combat Training Centers (CTC)	95	---	---	
	Lessons Learned by Observer/Controllers at CTCs	100	90	---	

ARI Research-Based Study and Analysis Program FY93, FY94 and FY95 Funding (\$000)					
	Strengths and Weaknesses in Indirect Fire, Air Defense and Mobility/Counter mobility Battlefield Operating Systems (BOS) Across the CTCs	413	403	---	---
	Combat Service Support (CSS) Training at the CTCs	---	94	---	---
	Training Aids, Devices, Simulators, and Simulations (TADSS) Study	---	275	---	---
222S	ANALYSES OF TRAINING CONDUCT AND TRAINING TECHNOLOGY UTILIZATION	---	109	---	---
	Assessment of TRADOC School Staff Time for Instructional Delivery and Support Activities in TRADOC Schools	---	109	---	---